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16 December 1969

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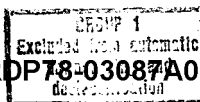
MEMORANDUM FOR:

FROM :

SUBJECT : Some Random Thoughts on OTR History

1. This memorandum is personal, informal, and unofficial and probably should never be found dead in anybody's files. It is not Eyes Only, but I leave it to your discretion to keep it away from eyes that might glaze at the sight of it. Actually, I'm just passing along to you some more-or-less random thoughts that have come to me during my first two weeks as OTR Historian and suggesting that after you've had time to consider them, we get together and kick them around -- or bounce them off the walls, if you prefer the handball approach, which I'm sure you do. I realize that OTR is only one of many unruly children for whom you are acting in loco parentis, but perhaps some of the others are having similar problems of maturation. In any event, I'll be grateful for your comments on my hindsight, of which there will be several, and my proposals, of which there will be two.

2. First the hindsight department. I'm not an habitual cryer over spilled milk, but I do feel that we should know how much has been spilled where, so we won't slip in it and spoil it for the cat. And there's always the chance that we can scoop some of it up and put it back into the bottle. However that may be, these items bring at least a few tears to my aged eyes:

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a. As far as I can determine, no one in OTR ever sat down and thought about the whole history of Agency training before various people began to write bits and pieces of it. Nowhere can I find a plan, a concept, a philosophy that serves as a framework within which the bits and pieces should fit. There has been no determination of a logical segmentation of the historical narrative. There has been no clear decision on which phases of training are to be given the monograph treatment, and there are no guidelines on how the monographed phases are to be covered in the overall narrative. In short, we have here a sort of bastard child that, like Topsy, has just grown. And Topsy's a pretty big girl now.

b. One result of this OTR Spocklessness is [] paper on the Richardson reign, a paper that has to be completely rewritten. It isn't Bob's fault. He was directed to do it as his first paper and ordered to finish it before Richardson vacated the throne. The result was that the paper not only turned out to be an exercise in hagiography but also raised storms of protest from all the School and Staff Chiefs in OTR. There's an interesting technicality here -- Richardson officially approved the paper before he left; in accordance with official procedures, after DTR approval the paper should have gone to the DDS Historical Board; it didn't and it won't, but who takes the rap if Richardson raises hell about it at some time in the future? Needless to say, I'm not worried, but some guys around here have chronic cases of culpaphobia.

c. The title of [] paper, History of the Office of Training, 1945 - 1949 -- published as SS Historical Paper No. OTR-2 -- is technically a misnomer. The Office of Training didn't exist until July of 1951. Of course there may have been some agreement that "The Office of Training" would be used generically and would include antecedent organizations. If there was, then we can't change the title of the paper covering the 1949 - 1951 period. If we do change that title -- and I think we should -- then we come up with an inconsistency that is, professionally, more than just the bugaboo of a small mind. Perhaps, after all, title inconsistencies at the level of Directorate papers are unimportant.

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3. Now the department of proposals. As I've suggested, at this point I don't seek Olympian decisions. I offer these ideas for kicking-around purposes, with the full knowledge that counter proposals may be more productive:

a. First the problem of segmentation. After considerable feet-on-desk contemplation, I have concluded that although [redacted] had no master plan and little guidance, his instincts for segmentation were sound. The 1945-49 years do constitute a logical segment of training history -- a carry-over period from OSS to CIA. Likewise, the 1949-51 years constitute a logical segment -- a transitional period during which OSS training became CIA training. The Baird years, from 1951 to 1966, constituted a period of growth and development, and the Richardson reign, from 1966 to 1969, was a distinctive period -- I haven't yet determined a suitable and permissible nomenclature for it. I propose that we stick with that plan -- which means, of course, that I'm suggesting that you and Messrs Ehrmann [redacted] reconsider your decision to treat the 1949 - 1951 [redacted] paper as a background paper or a research aid of some kind and, instead, let me go ahead with the editing and revision that will make it acceptable as an official SS Historical Paper. I would have to do the additional research anyway, and I think that in the long run my time will be saved and Bob's effort will be somewhat salvaged if I do the major revision job, keep the 1949 - 51 segment intact, and then go on with the 1951 - 66 segment. I'm attaching a draft of a possible introduction to the 1949 - 51 paper, suitable should it become a separate segment.

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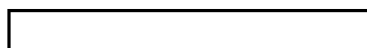
b. As for the monograph problem, I propose that I -- and perhaps you -- get together with the DTR, and any other OTR characters he may wish to have present, and come to a definite agreement about monographs. Thus far there is one on Maritime Training, and it has been agreed that there will be monographs [redacted] the JOT/CT Program, and the language training program. But should there be others? How about [redacted] paramilitary training, "black" training, management training, component training? I think that we should know the answers as soon as possible -- both for guidance to depth of coverage in the narrative history segments and for preventing capricious and expensive monograph projects in the future.

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4. In summary, both my hindsighting and my proposing are efforts to get this OTR history-writing project on track and in focus, so that we'll know where we're going and will recognize the mileposts when we pass them. Because you were crazy enough to desert me for that neck-out DDS Historical Officer job, I'm asking you to do your duty and give some guidance to a poor perspiring peon.



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